

WORKPLACE AND EMPLOYEE SURVEY 2024

# Portfolio of Key Insights

Released December 2024.

Last Reviewed January 2025.



# Center for Research at WebMD Health Services

## Putting Research Into Practice

- The Center for Research conducts research that delivers actionable, data-driven insights and guidance to create meaningful results-driven solutions and services that empower our clients and build trust among our participants

**To cite this work, we recommend the following citation:**

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# Research Study Summary

# 2024 Workplace and Employee Survey

## Study Purpose

1

- **Understand trends and dynamics** around the employee perceptions of their work and workplace.

2

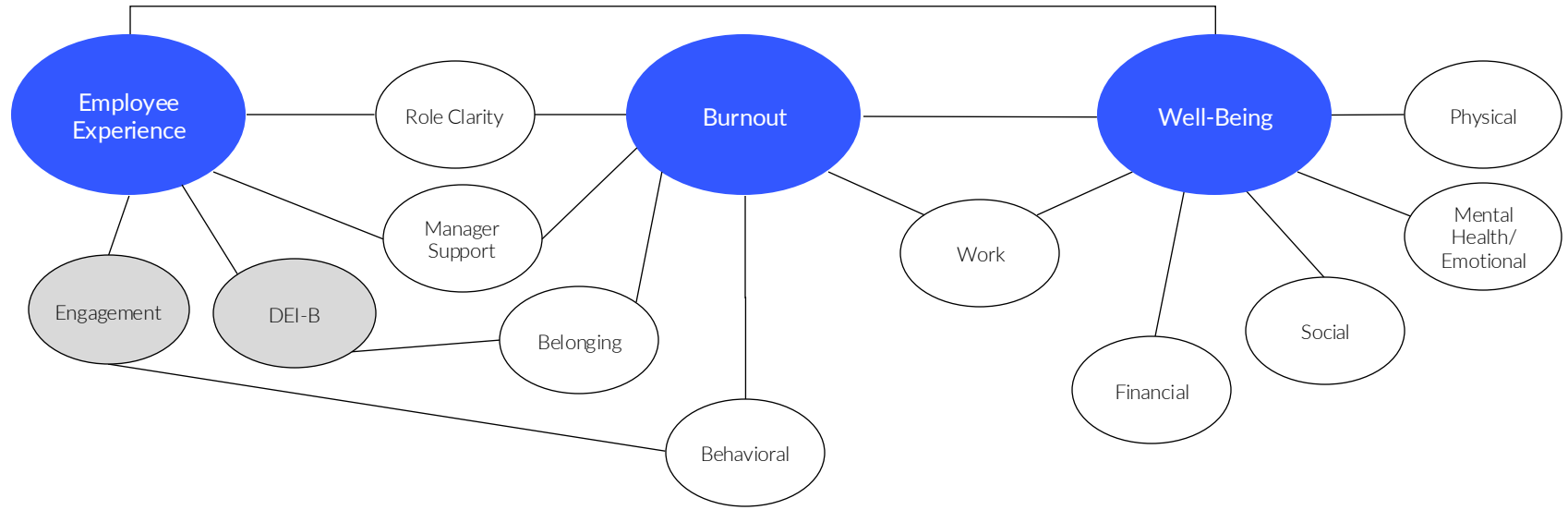
- **Explore** how these experiences influence individual-level outcomes, such as Burnout and Well-being.

3

- Provide **practical guidance to inform our Product Roadmap and employer strategies.**

# Concept Relationships

Our research demonstrates that the distinct concepts of Employee Experience, Burnout and Well-being are interconnected.



# The Need for Multi-Level Intervention

Making a meaningful and sustainable impact on the concepts of Employee Experience, Burnout and Well-being, requires systemic solutions that target multiple layers, at both the organizational level and the individual level.

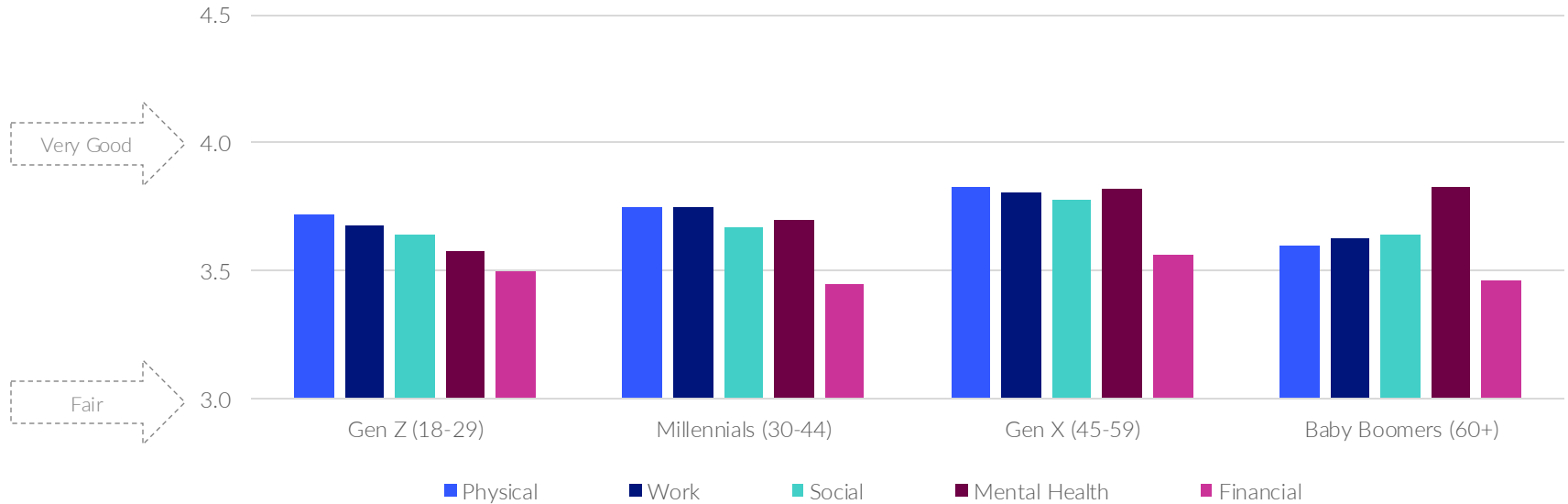


# Well-Being



# Well-Being by Age Cohort

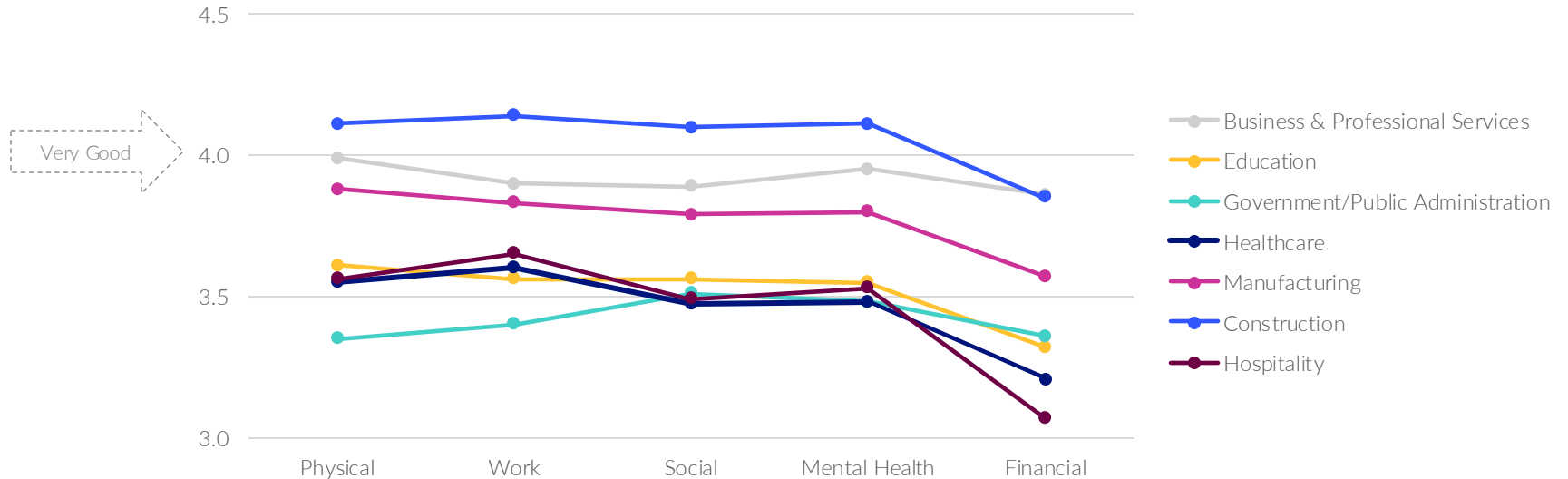
Overall, Financial Well-being was the lowest scoring dimension across the age cohorts. Over half of respondents indicated that their Financial Well-being was *Poor* or *Fair*.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

# Well-Being by Industry

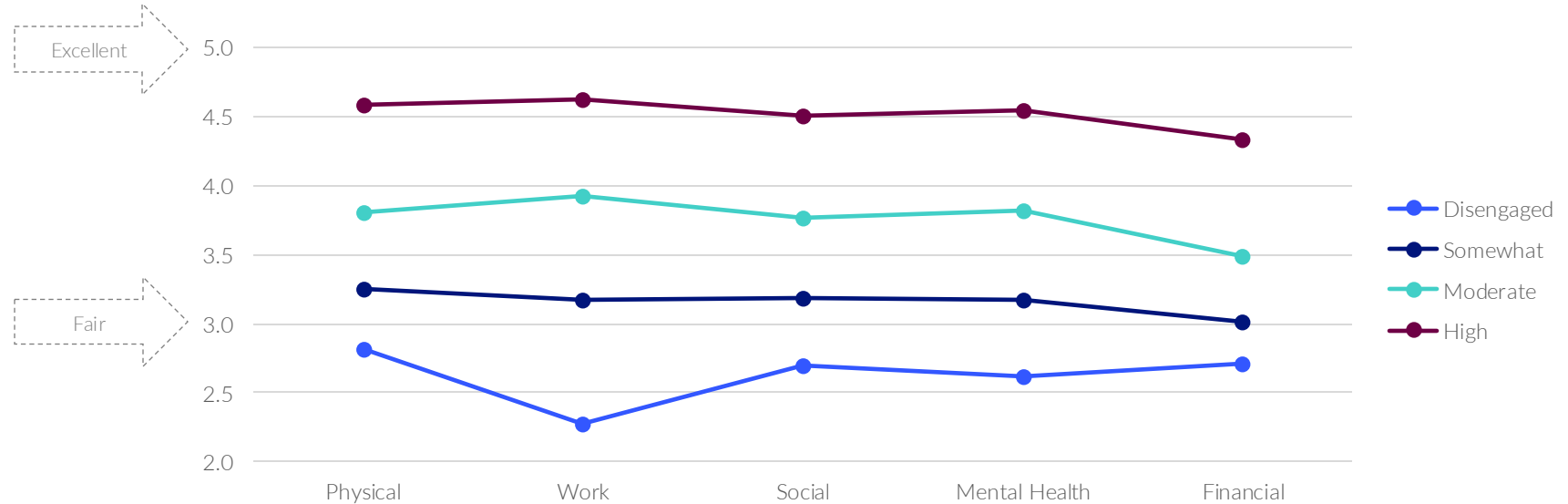
Service-oriented sectors reported low Well-being scores across all measured dimensions. However, Financial Well-being was the lowest scoring dimension for all industry categories.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Poor (1), Fair (3) to Excellent (5) on a 1-5 Scale.

# Well-Being and Employee Engagement

Well-being among engaged employees was 70% more favorable relative to disengaged employees across all dimensions. Work Well-being was more than 2x times more favorable.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Poor (1), Fair (3) to Excellent (5) on a 1-5 Scale.

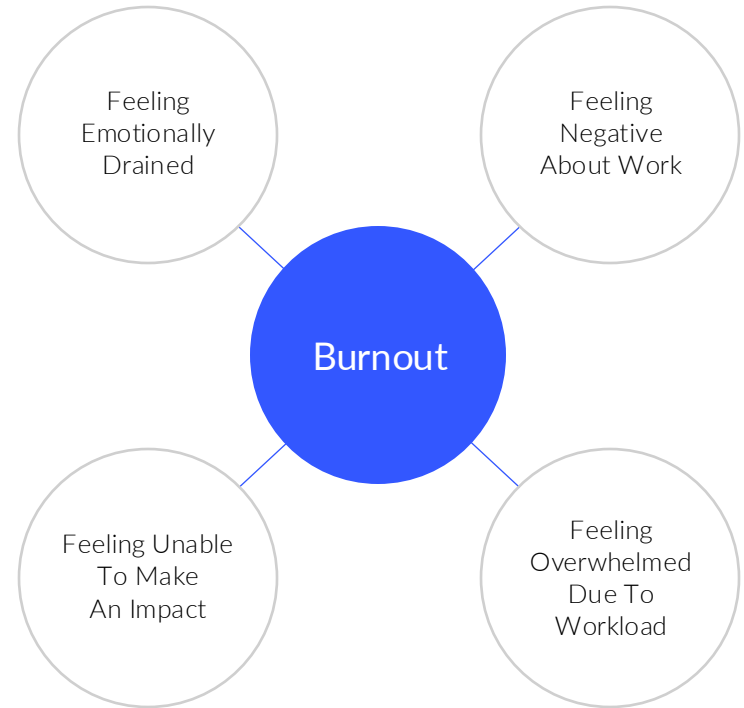
# Burnout

# Point-of-View on Burnout

## Four dimensions of burnout

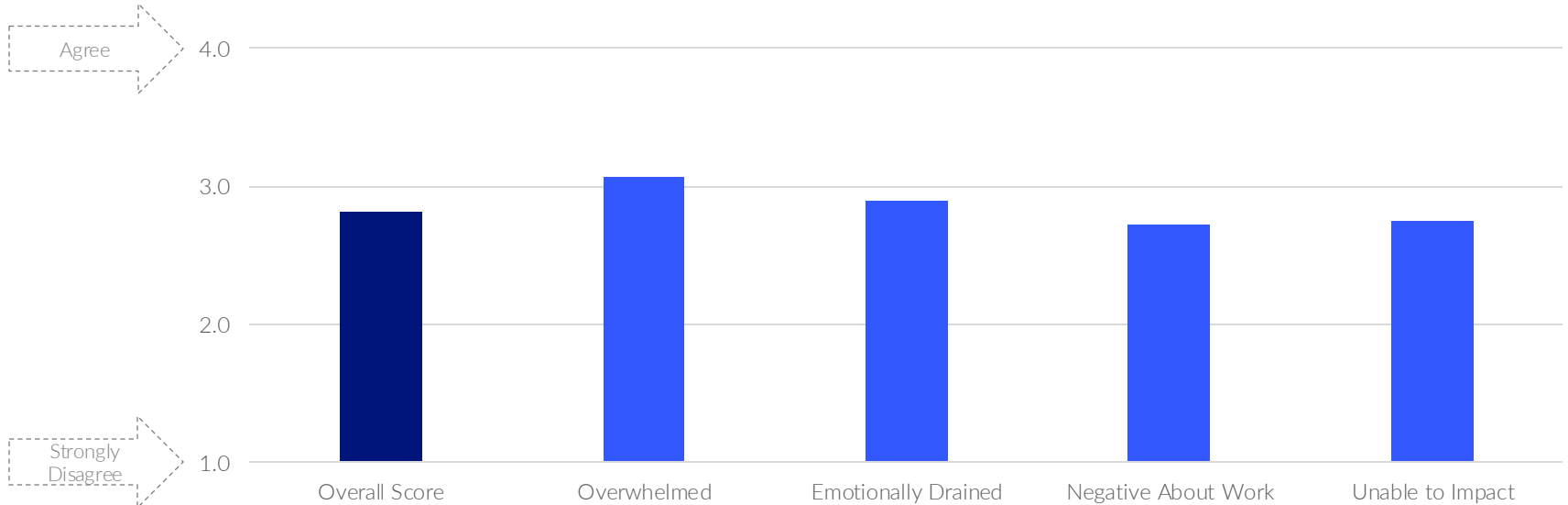
Burnout is a distinct concept from employee experience and well-being.

The definition of burnout is focused on employee perceptions of prolonged and persistent exposure to workplace stressors based on 4 dimensions aligned to prolonged burnout.



# Dimensions of Burnout

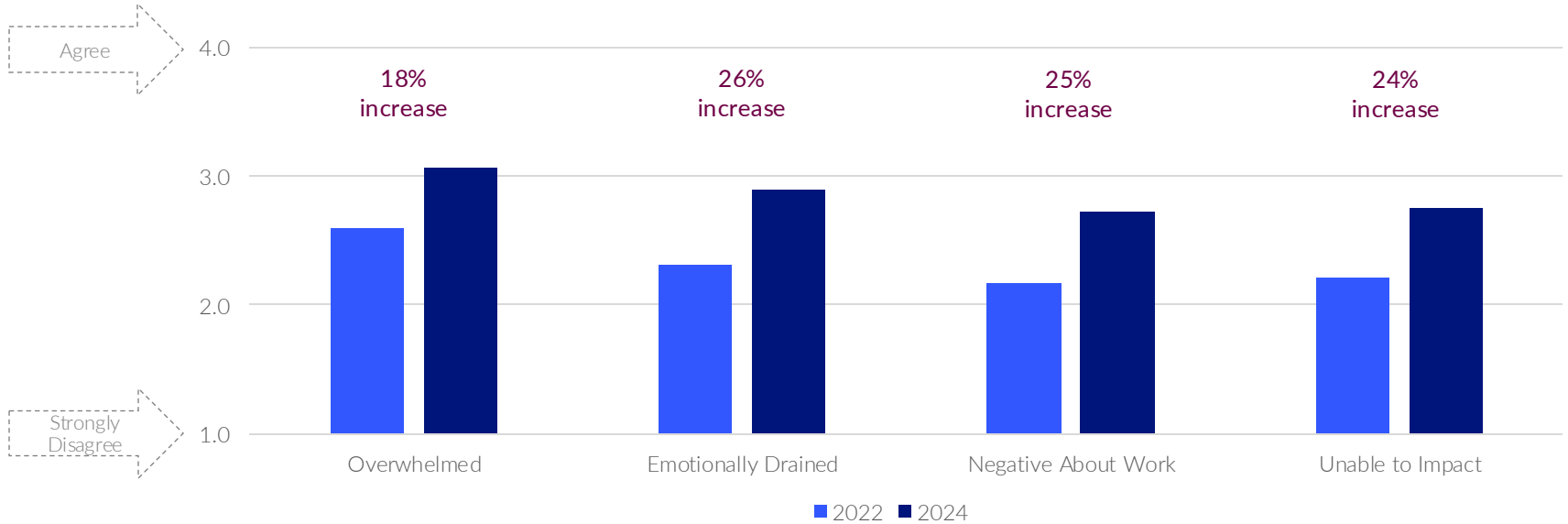
Nearly one-third of employees experienced Persistent Burnout. Feeling overwhelmed due to workload was the greatest and most consistent contributor to Burnout.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Reflects average scores; Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale. Burnout defined based on 4 dimensions: feeling overwhelmed by workload, feeling emotionally drained, feeling negative about work, feeling unable to make an impact.

# Changes in Burnout

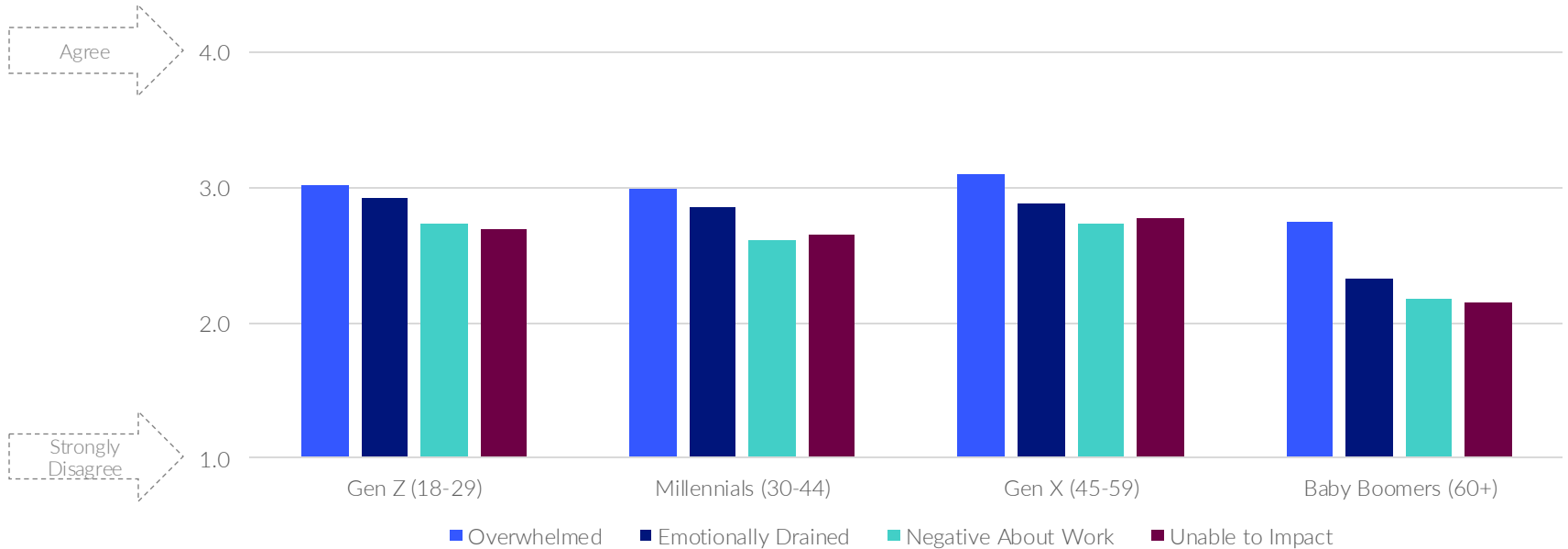
Burnout increased by 18-26% from 2022 to 2024 across each dimension.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Reflects average scores; Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale. Burnout defined based on 4 dimensions: feeling overwhelmed by workload, feeling emotionally drained, feeling negative about work, feeling unable to make an impact.

# Burnout by Age Cohort

Baby Boomers reported the lowest levels of Burnout.

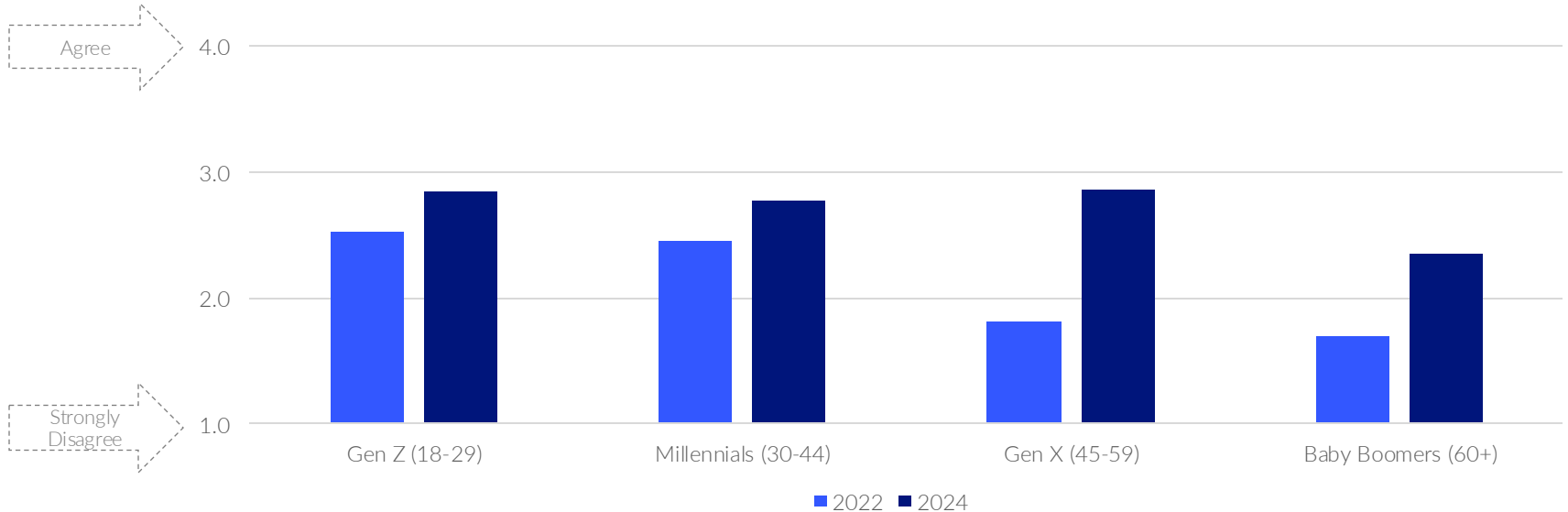


WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale. Burnout defined based on 4 dimensions: feeling overwhelmed by workload, feeling emotionally drained, feeling negative about work, feeling unable to make an impact.



# Change in Burnout by Age Cohort

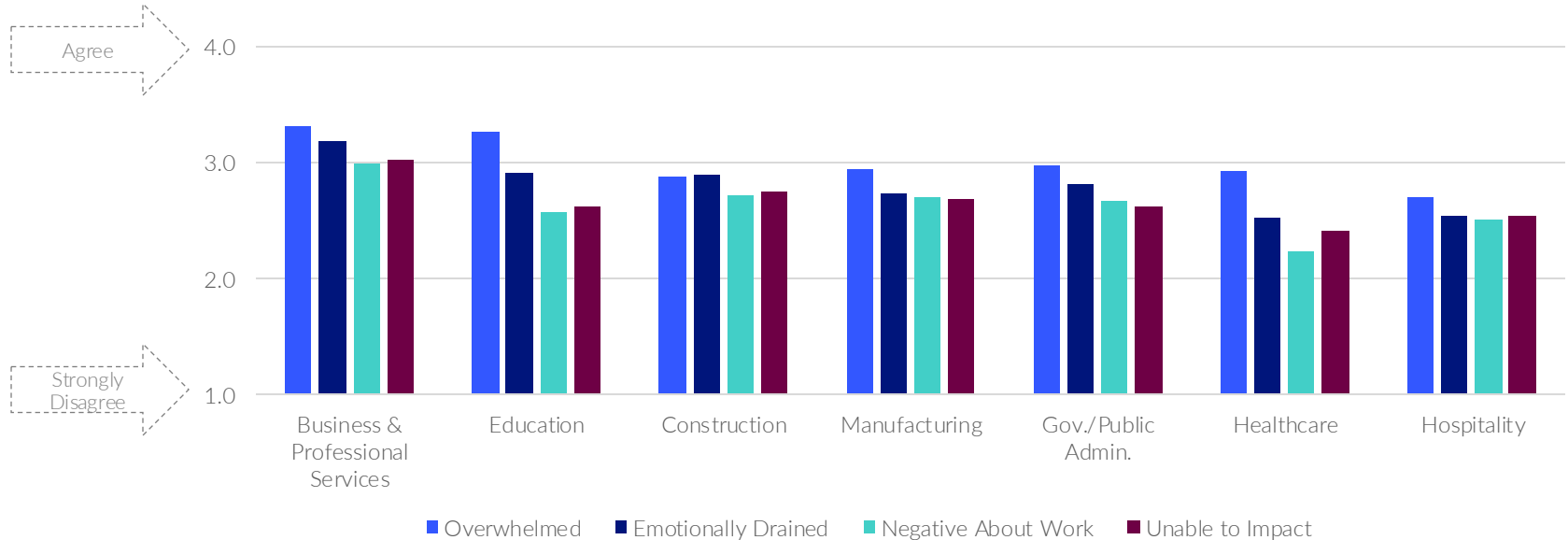
Burnout rates increased from 2022 to 2024 for all age cohorts. The increase was most extreme for Gen X (60% increase) and Baby Boomers (40% increase).



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# Burnout by Industry

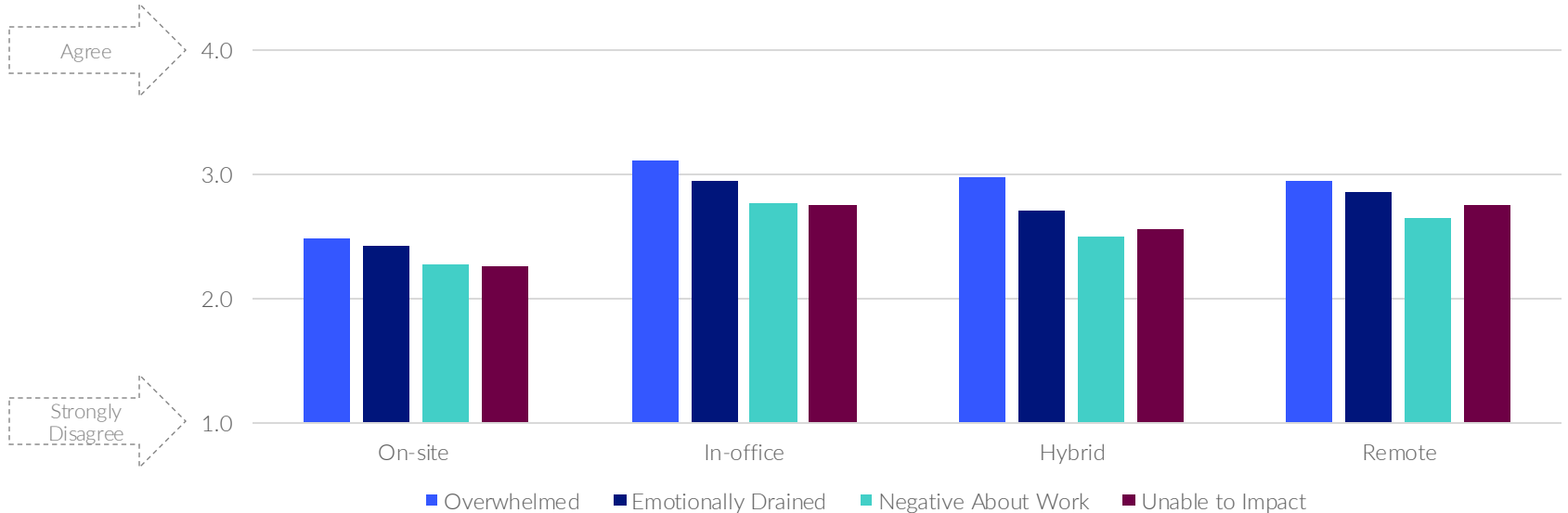
The Burnout rate for Business & Professional Services was 22% higher than Hospitality, the sector that experienced the lowest Burnout rate.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale. Burnout defined based on 4 dimensions: feeling overwhelmed by workload, feeling emotionally drained, feeling negative about work, feeling unable to make an impact.

# Burnout by Work Arrangement

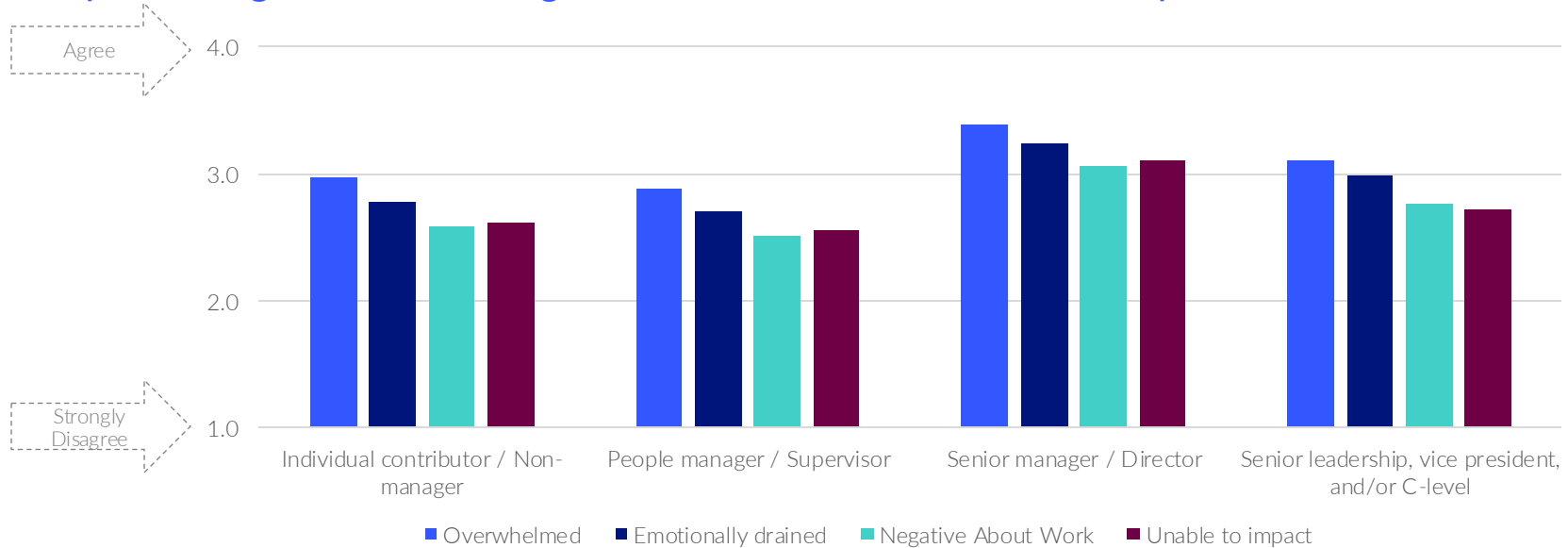
In-office employees had the highest rate of Burnout, 9% higher than hybrid and 3% higher than remote employees.



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# Burnout by Role

The Burnout rate among Senior Managers was 19% higher than Individual Contributors and People Managers, and 11% higher than Senior/C-level Leadership.



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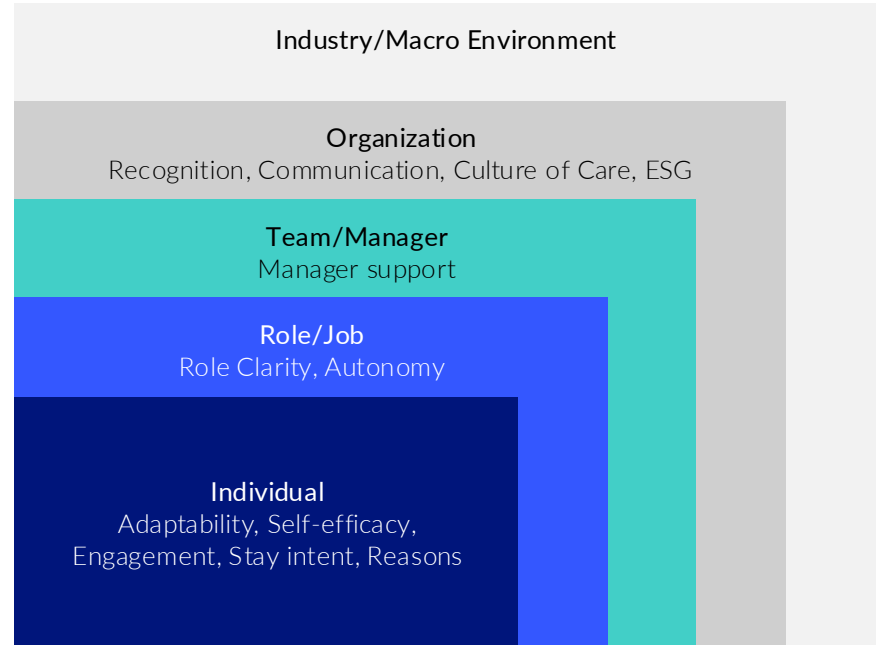
# Employee Experience

# Point-of-View on Employee Experience

Workplace experience that encompasses the employee journey.

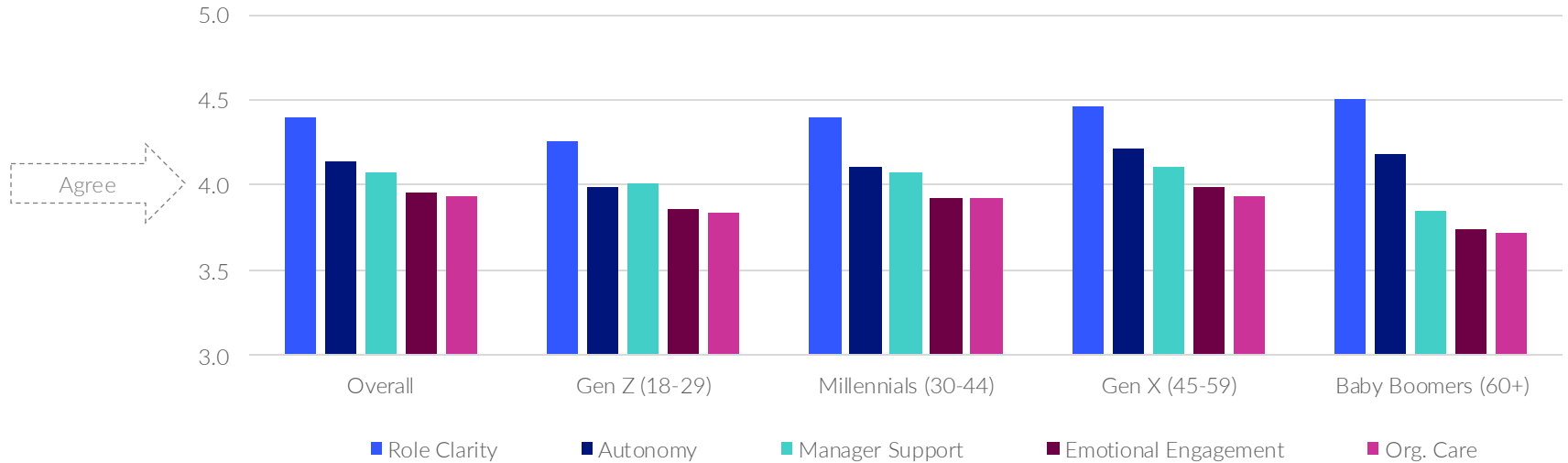
To understand and examine employee experiences at work, we need to consider individual roles and jobs, as well as managerial, organizational, and industry factors.

Each is crucial for fostering a healthy organizational culture and influencing holistic employee well-being.



# Employee Experience by Age Cohort

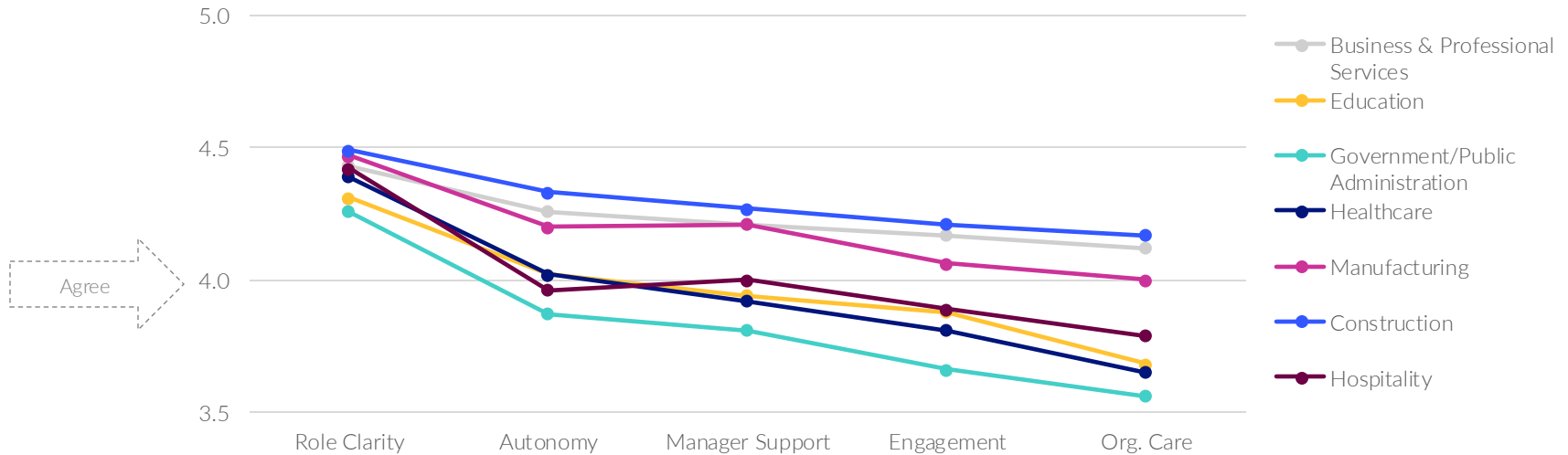
Emotional Engagement and perceptions of Org. Care were low across all age groups. Almost 30% of employees are not engaged with their work and one in three report that their organization does not care about their well-being.



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# Employee Experience by Industry

Construction & Business Professional Services reported the highest ratings across each dimension of Employee Experience, while service-oriented sectors typically reported lower ratings.

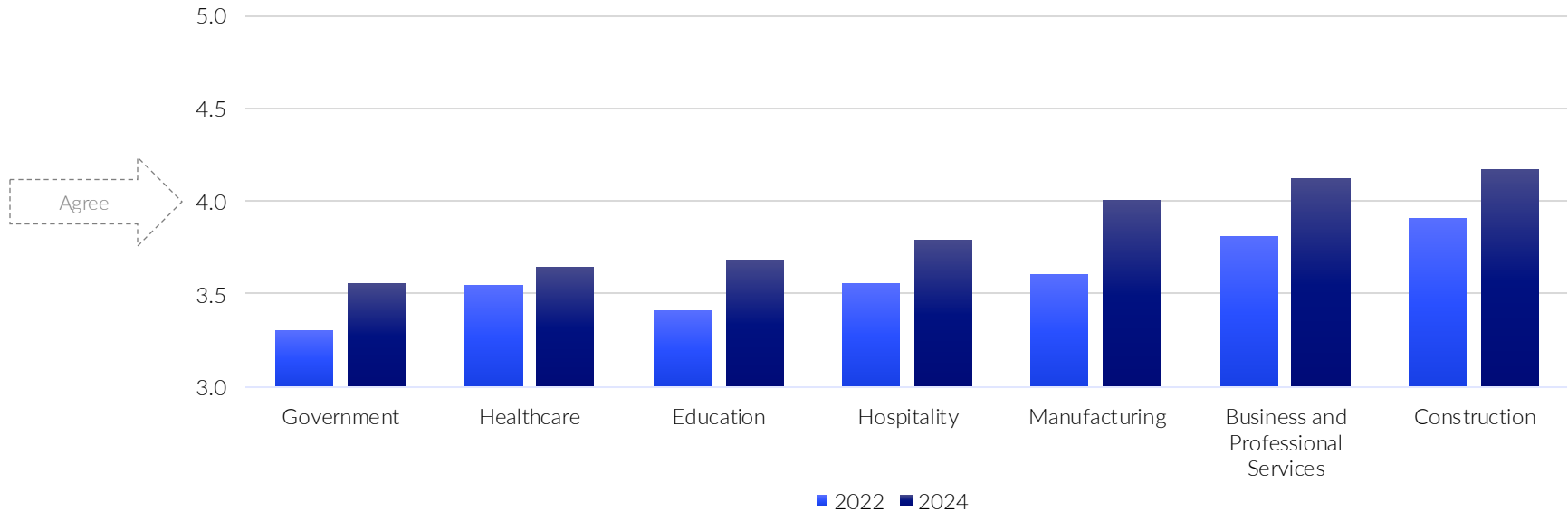


WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale. Engagement is defined by the extent to which one is emotionally and behaviorally invested in their work.



# Changes in Org. Care by Industry

Employees' perception of Org. Care for well-being improved across all industries, with increases ranging from 3% to 11% when compared to 2022.

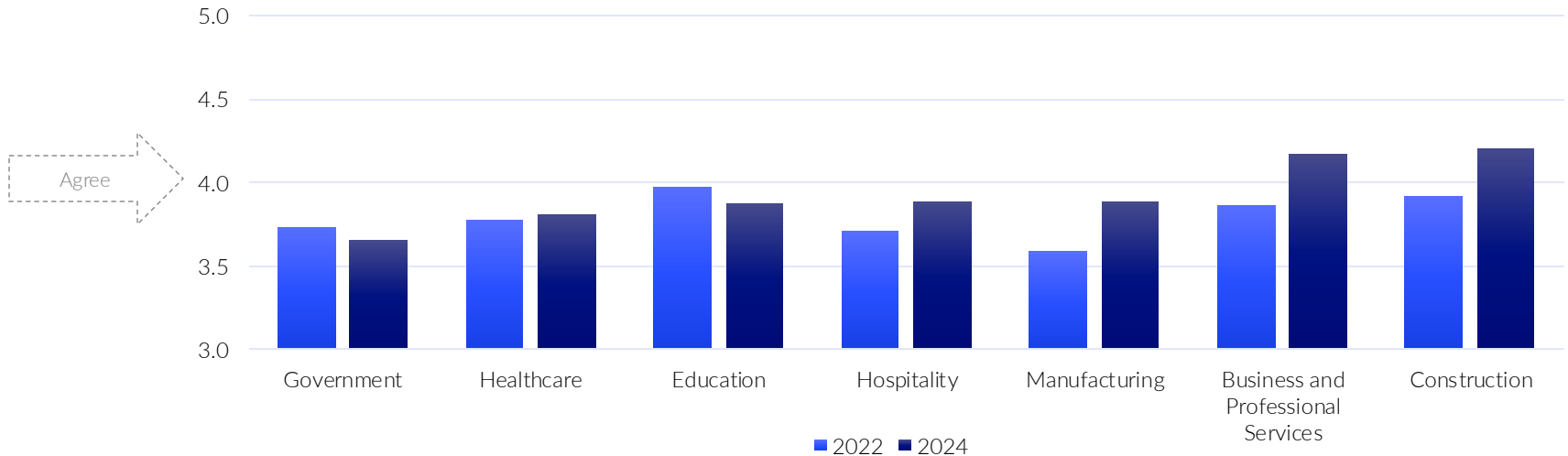


WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale.

# Employee Engagement

# Changes in Employee Engagement by Industry

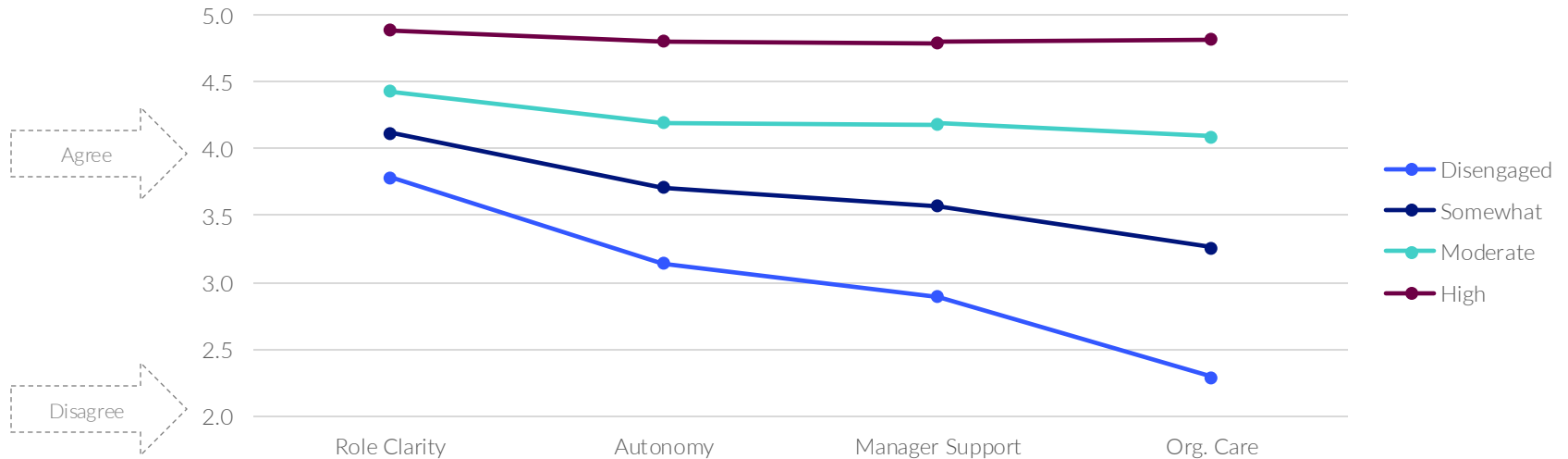
Employee Engagement trends varied across industries, with most showing increased Engagement over time.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5), on a 1-5 scale.  
2022 items: I feel engaged at work & I would recommend my organization to my friends as a good place to work.  
2024 items: I feel energized when I am working & I speak positively about my organization to others.

# Employee Engagement and Experience

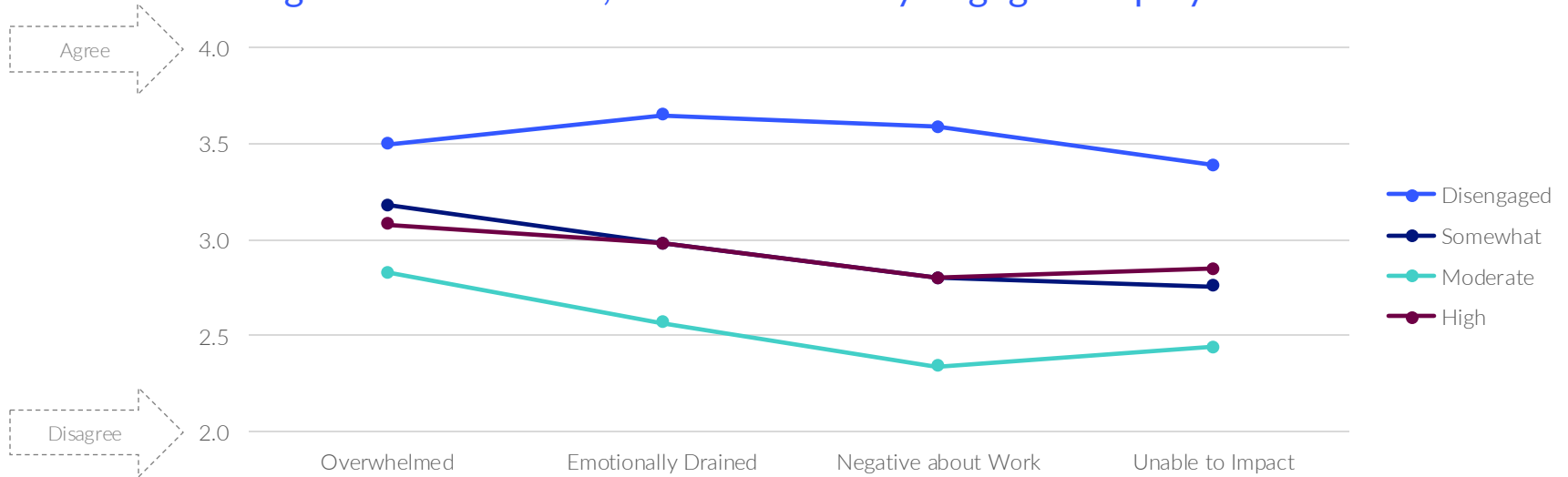
Engagement levels positively correlated with perceptions of Employee Experience. Disengaged employees consistently rated all dimensions lower, especially Org. Care.



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# Employee Engagement and Burnout

The relationship between Employee Engagement and Burnout is complex. Burnout rates did not proportionally increase as engagement levels decreased. Disengaged employees exhibited the highest burnout rate, while moderately engaged employees had the lowest.

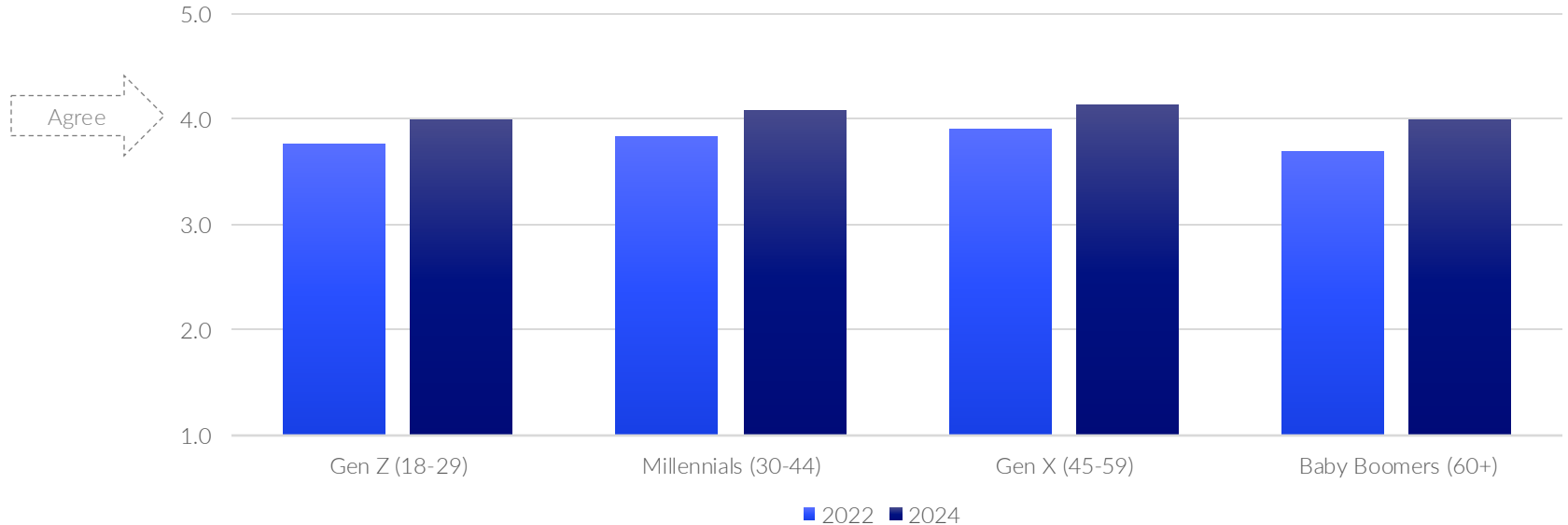


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# Sense of Belonging to One's Organization

# Sense of Belonging by Age Cohort

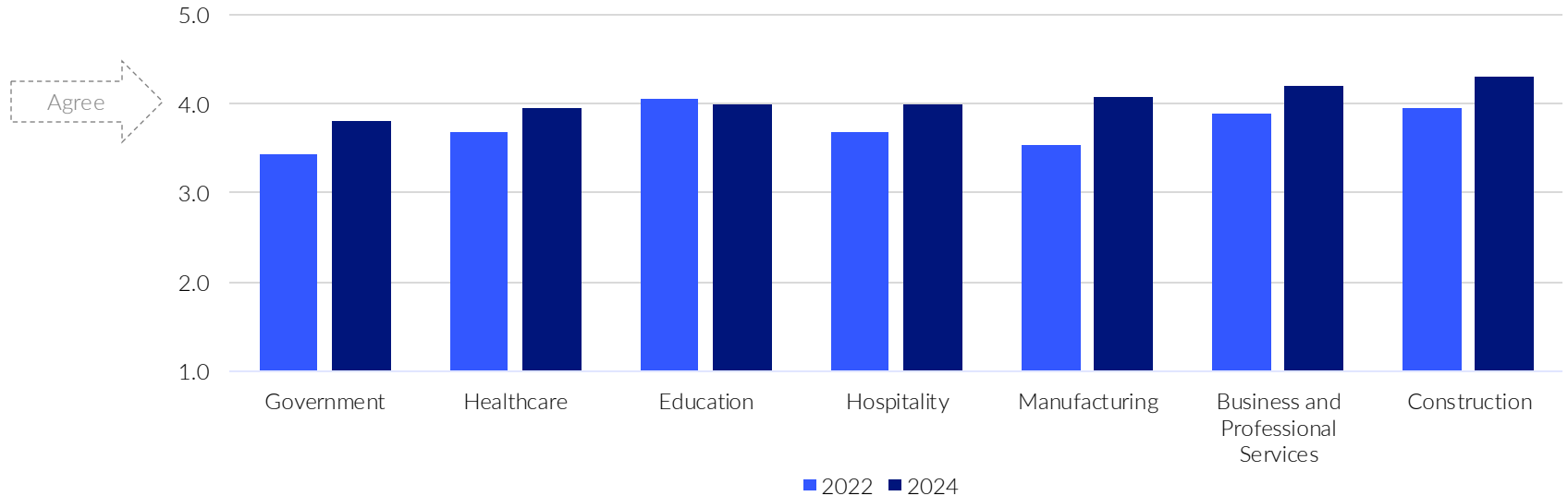
Sense of Belonging among employees increased 6% to 8% from 2022 to 2024.



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# Sense of Belonging by Industry

Employees in most industries reported an increased Sense of Belonging compared to 2022.



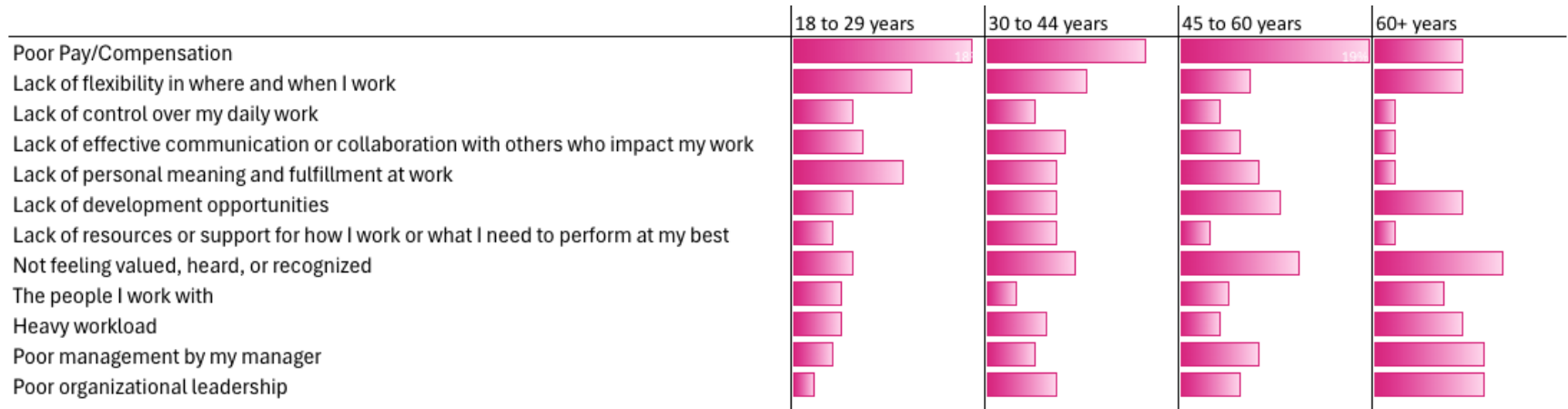
WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale.



# Reasons to Stay/Leave One's Organization

# Reasons for Leaving an Org. by Age

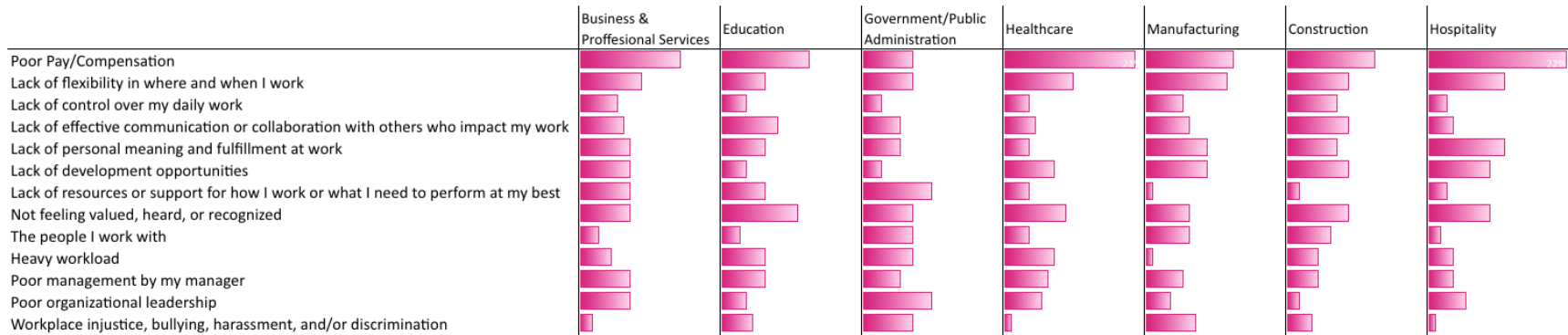
Across age cohorts, Poor Pay/Compensation and Lack of Flexibility were top reasons for leaving their organization. For those 45+, Not Feeling Valued, Heard, or Recognized was also a top reason.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Respondents were allowed to select their top three reasons from the available response options. The reasons listed on the slide represent those with over 5% of the total responses.

# Reasons for Leaving an Org. by Industry

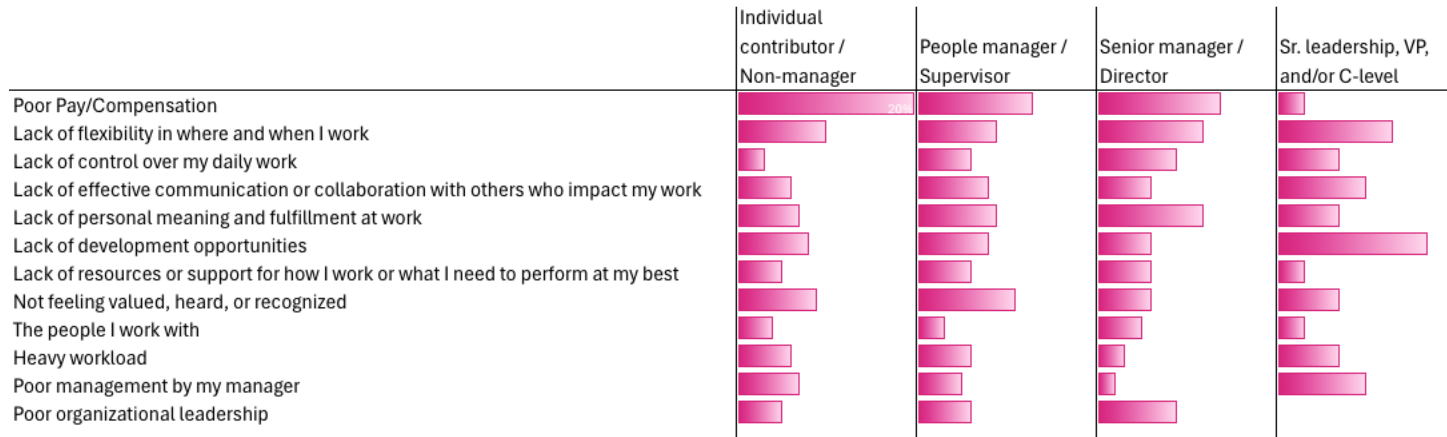
Employees in healthcare and hospitality were more likely than employees from other industries to report Poor Pay/Compensation as a reason for leaving.



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# Reasons for Leaving an Org. by Role

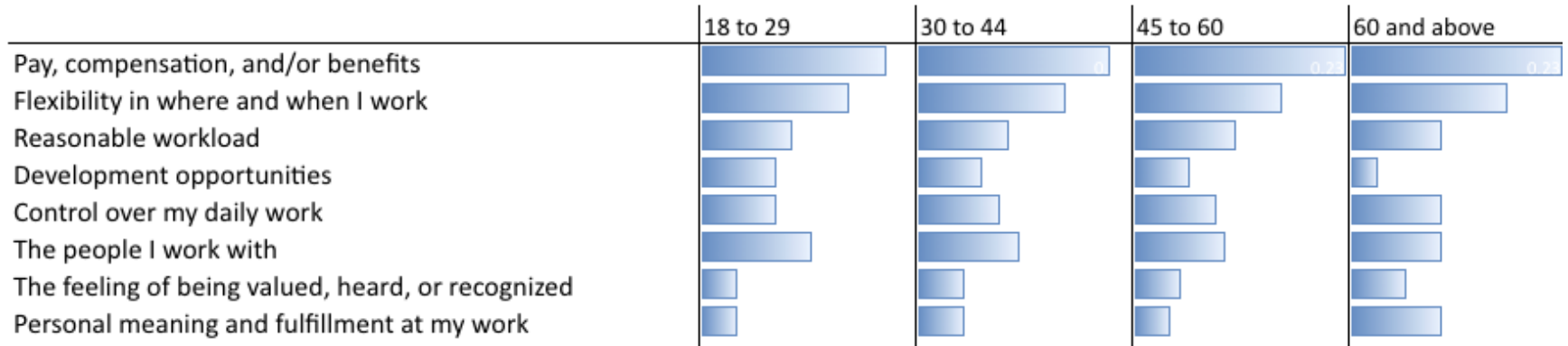
Reasons for leaving can vary across roles within an organization. Senior-level roles were more likely to report Lack of Flexibility, Lack of Developmental Opportunities, and Lack of Personal Meaning and Fulfillment at Work as reasons for leaving.



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# Reasons for Staying with an Org. by Age

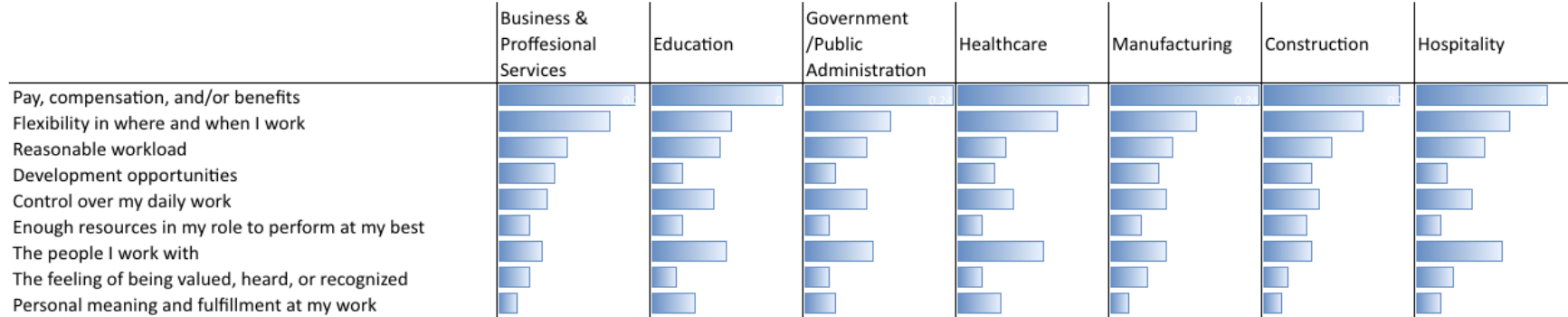
Pay, Compensation and/or Benefits, and Work Flexibility were top reasons across age cohorts, with employees aged 18–44 years valuing the People they work with and those 60+ valuing Personal Meaning and Fulfillment at Work.



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# Reasons for Staying with an Org. by Industry

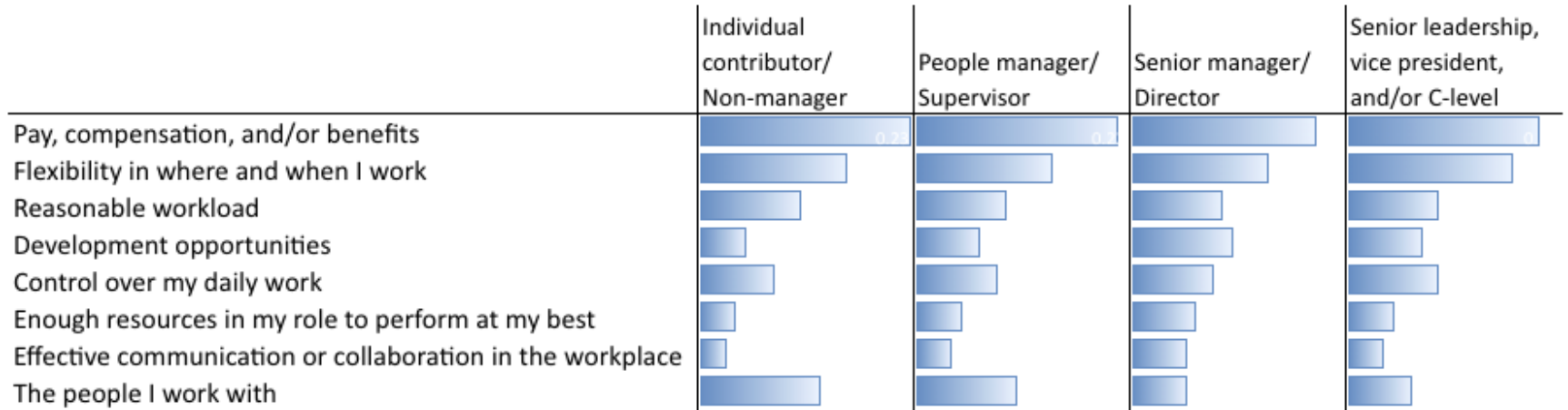
Pay, Compensation, and/or Benefits were top reasons across industries, with work flexibility particularly valued by the Business & Professional Services, Healthcare, and Hospitality sectors.



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# Reasons for Staying with an Org. by Role

Pay, Compensation, and/or Benefits was a top reason across all role levels, while Flexibility was highly valued by individual contributors and people managers but slightly less valued for senior leadership.



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, n=3,653. Respondents were allowed to select their top three reasons from the available response options. The reasons listed on the slide represent those with over 5% of the total responses.

# Appendix



# 2024 Workplace and Employee Survey

## Methodology and Sample

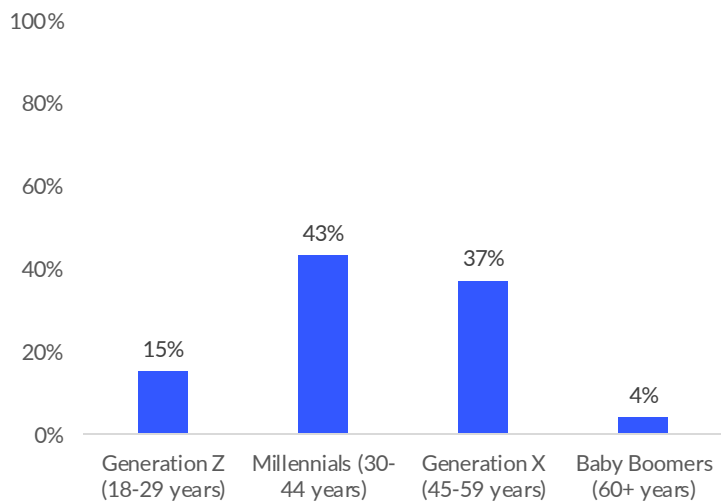
- Survey was conducted March-April 2024
- Targeted 4,000+ Full-time Employees in the US
  - Final study sample **N = 3,653 respondents**
- Collected information related to:
  - Job/Organization Information, including Industry, Role, Tenure, Org. Size, Work Arrangement (In-person, Hybrid, Remote)
  - Demographic information, including Age, Caregiving duty, Household income, Self-identification, etc.

WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey.

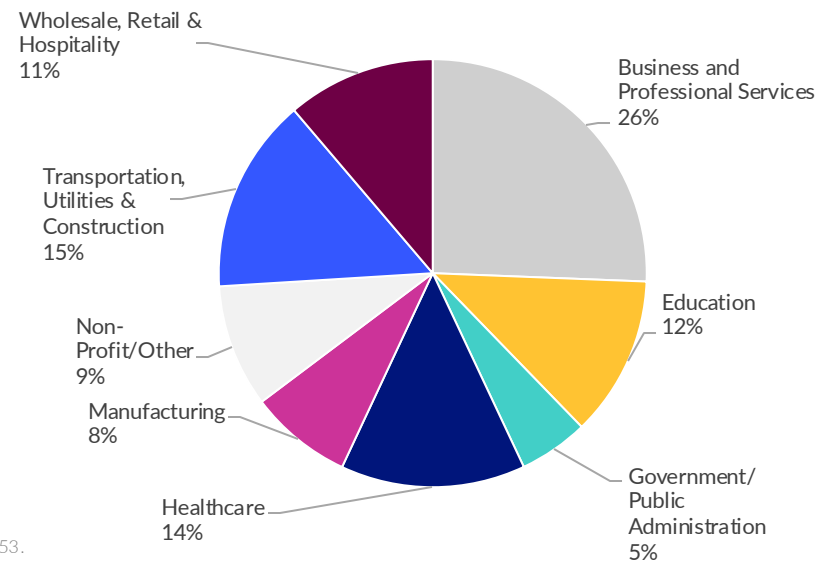
# 2024 Workplace and Employee Survey

## Respondent Demographics

Age Group Distribution



Industry Representation



WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey. Final study sample = 3,653.